

Department of the Navy  
**eBusiness Operations Office**  
Mechanicsburg, PA

## Afloat Supply Department of the Future **eBusiness Solutions**

### PAPA Pilot Wrap-up



### Prototype Pay and Personnel Ashore (PAPA)

### USS SAIPAN (LHA 2)

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## ACRONYMS

ASDOF	Afloat Supply Department Of the Future
BA	Billets Authorized
BCA	Business Case Analysis
BUPERS	Bureau of Naval Personnel
COMNAVSURFLANT	Commander, Naval Surface Force, U.S. Atlantic Fleet
CINCLANTFLT	Commander In Chief,U.S. Atlantic Fleet
COB	Current On Board
CONUS	Continental United States
COTS	Commercial Off the Shelf
DBMS	Database Management System
DFAS	Defense Finance and Accounting Service
DJMS-AC	Defense Joint Military Pay System – Active Component
DK	Disbursing Clerk
DON	Department of the Navy
DOS	Disbursing Off Ship
EDVR	Enlisted Distribution and Verification Report
EMF	Enlisted Master File
EMCON	Electromagnetic Emission Control
ESR	Electronic Service Record
FID	Format Identifier
FTP	File Transfer Protocol
FY	Fiscal Year
HP	Hewlett Packard
IATS	Integrated Automated Travel System
ISSOT	Intra-fleet Supply Support Operations Team
IT-21	Information Technology-21 <sup>st</sup> Century
LAN	Local Area Network
MHE	Material Handling Equipment
MMPA	Master Military Pay Account
MTIS	Material Turned Into Stores
NAVICP	Naval Inventory Control Point
NAVSUP	Naval Supply System Command
NIPRNET	Non-classified Internet Protocol Router Network
NJP	Non-Judicial Punishment
NMP	Navy Manning Plan
NSIPS	Navy Standard Integrated Personnel System
NWCF	Navy Working Capital Fund
PAPA	Pay and Personnel Ashore
PCS	Permanent Change of Station
PN	Personnelman
POTS	Plain Old Telephone System

## Pay and Personnel Ashore (PAPA) Pilot Wrap-up Report

PQS.....	Personnel Qualification Standards
PSALANT.....	Personnel Support Activity, Atlantic
PSBD.....	(SAIPAN) Personnel Support Beach Detachment
PSD.....	Personnel Support Detachment
RCI.....	Resource Consultants, Incorporated
R-Admin.....	Relational Administration
R-Supply.....	Relational Supply
SALTS.....	Streamlined Alternative Logistics Transmission System
SDS.....	Source Data System
SOP.....	Standard Operating Procedure
SPAWAR.....	Space and Warfare Command
SSN.....	Social Security Number
TDY.....	Temporary Duty
TIR.....	Transaction Item Reporting
TYCOM.....	Type Commander
UIC.....	Unit Identification Code
UMIDS.....	Uniform Microcomputer Disbursing System
WSG.....	Waterfront Support Group

**LIST OF EXHIBITS**

**Exhibit A** – Personnel Transactions - Pre-PAPA (August and September 2001)

**Exhibit B** – Personnel Transactions - PAPA (October and November 2001)

**Exhibit C** – Disbursing Transactions – Pre-PAPA (August and September 2001)

**Exhibit D** – Disbursing Transaction – PAPA (October and November 2001)

**Exhibit E** – Legal Transactions – Pre-PAPA and PAPA

**Exhibit F** – Travel Claim Timeliness – Pre-PAPA

**Exhibit G** – Travel Claim Timeliness - PAPA

## Pay and Personnel Project Summary

**1.0 Original Business Requirement.** The Afloat Supply Department of the Future (ASDOF) concept was created to decrease shipboard workload. To support this effort, the concept of moving military pay and travel processing ashore was developed and successfully prototyped on several SURFLANT ships at the Naval Amphibious Base, Little Creek, VA. As additional ships were brought into the prototype of what became known as Disbursing off Ship (DOS), it was realized that a manpower saving could be achieved through economies of scale. A significant finding of the DOS prototypes was the realization that the personnel function on board ships was very closely tied to the disbursing functions. The personnel office easily generated the majority of the financial input documents the disbursing clerks processed. The communications between the disbursing and personnel office was crucial in providing prompt and positive customer service to the ship's crew. Due to these realizations, it was decided to prototype a process in which both the disbursing and personnel functions were both moved ashore and collocated. The concept of Pay and Personnel Ashore (PAPA) was therefore developed. Another driving factor in the development of PAPA was new automated systems that were in the developmental stages. The Navy Standard Integrated Personnel System (NSIPS) requires that both personnel and disbursing functions be collocated on the same server to allow for processing of pay and personnel documents. Finally, a major driver moving pay and personnel ashore is the design of future class ships within the U.S. Navy. Manning on new class ships are expected to be greatly reduced therefore requiring support functions within personnel and disbursing to be completed ashore.

**2.0 Investment Decision and Approach.** PAPA's concepts were developed from the lessons learned of previous DOS prototypes. During the development of DOS, a means of notifying the shore support detachment of the customer's requirements was required. It was determined that the majority of the customer requirements could be sent ashore via email. Email provided for fast and reliable communications and also provided a level of security since all email leaving the ship via the IT-21 NIPRNet was encrypted. The HP Digital Sender provided a means of scanning personnel records, travel claim receipts and other supporting documentation. Much of this documentation cannot easily be electronically reproduced, and sending these requirements ashore as email attachments takes advantage of the encrypted means of transmission. The PAPA business practices and procedures were built around this communication method due to ease of implementation and use of existing infrastructure. This is considerably less costly than designing a new system and would be compatible with systems already under development. For purposes of this prototype, there were four used between the ship and detachment. One digital sender was positioned in the Disbursing Office, one in the Personnel Office, a back-up sender was turned over to the ship's IT division, and one sender positioned at the detachment. Each sender cost approximately \$2,500.00 each for a total of \$10,000.00. In addition, there were nine computer systems purchased for the PAPA detachment. Total expenditures for this project are expected to reach \$90,000.00, which includes labor, equipment and supplies.

**3.0 Risks.** The risks to implementing PAPA are considered moderate. The ship was in overhaul at the Norfolk Naval Shipyard during the prototype for purposes of the DON eBusiness office report. In some fashion, this increases the communication difficulty due to the frequent disruption of communication caused by maintenance actions to power sources. Simulation of at-sea conditions were difficult to maintain as the Sailors found “work-arounds” to accomplish their job.

- 3.1** Communication is the key to PAPA’s success. The ship must be able to communicate with the shore detachment in order to process any documentation for updates to BUPERS or DFAS. Once submitted, a high percentage of documentation will be processed and forwarded to BUPERS or DFAS. Some documentation will require further communication with the ship. Information that is missing or conflicting will require clarification. If the ship is operating under EMCON conditions, no processing of pay or personnel documents would be completed if the personnel and disbursing functions were being conducted onboard. EMCON would also make clarification efforts difficult even if personnel and disbursing functions were being conducted ashore. The connectivity between the customer service operation on board ship and the core functions ashore would be hindered.
- 3.2** Managing the routine functions on the ship while the Leading Chief is managing the PAPA detachment requires strong leadership. The volume of queries by other CPOs and Division Officers will challenge the personnel that remain on board.
- 3.3** Tracking personnel records between the detachment and the ship. When the ship is at sea, there remains a requirement for the migration of records; however, due to the ship’s schedule, the migration of the records is considerably more difficult. When the ship is inport, the demand for personnel records is frequent and can be reasonably accommodated. This is most evident in the check-in and legal/disciplinary processes where CO/XO, Department Heads, Division Officers, and leading Chiefs want to see the entire record to get to know their people, and Legal Officers require complete service records to prepare for disciplinary review boards, Executive Officer Investigations, and Captain’s Non-Judicial Punishment.
- 3.4** Sailor perceptions of customer service were provided. This is a very new concept and Sailors were very sensitive to problems with their pay and personnel records, as well as easy and timely access to service records to carry out routine and unplanned administrative requirements such as counseling, enlisted evaluations, awards, and PQS, regardless of fault.
- 3.5** Lack of an automated Enlisted Service Record (ESR) process coupled with the delay in fleet-wide delivery of NSIPS encumbers the overall effectiveness of the PAPA process. Without an ESR or NSIPS, service record data requests or service record changes become delayed. This is unacceptable in a shipboard

environment where timely access to critical information such as Page 13's dealing with member acknowledgment of command directives or Page 4's dealing with member qualifications.

**4.0 Targeted Customers.** Pay and personnel functions for submarines, minesweepers and other small afloat units are already being processed ashore. The targeted customers for PAPA are all remaining combatant ships and aviation squadrons in the U.S. Navy fleet, for both coasts. Long range requirements for future Navy ships will necessitate pay and personnel functions to be conducted from a shore activity. In the near future, this prototype intends to show that ships of the line today can benefit from the remote management of pay and personnel.

**5.0 Organizational Structure.** The ship's current manning shows they are adequately manned to conduct their business in a reasonable fashion. The PAPA detachment is manned from existing resources, and no additional manning was provided. The following tables illustrate which functions were moved from the ship and are now being performed at the PAPA detachment.

**5.1 Personnel.** Overall, the ship has 12 PNs assigned.

Rating	BA	NMP	COB	Functions	Function Location	
					Ship	Shore
<b>PNCS</b>	1	1	<b>1</b>	Personnel Officer		1
<b>PN1</b>	1	1	<b>1</b>	Asst Pers Officer	1	
<b>PN2</b>	2	2	<b>2</b>			
			1	Cust Service Support/ESO		1
			1	Milpers Accounting/AESO	1	
<b>PN3</b>	3	4	<b>4</b>			
			1	Receipts		1
			1	Separations/Reenlistments		1
			1	Leave Accounting	1	
			1	Transfers	1	
<b>PNSN</b>	3	4	<b>3</b>	Customer Service	1	2
<b>PNSA</b>			<b>1</b>	Customer Service	1	
<b>Total</b>	<b>10</b>	<b>12</b>	<b>12</b>		6	6

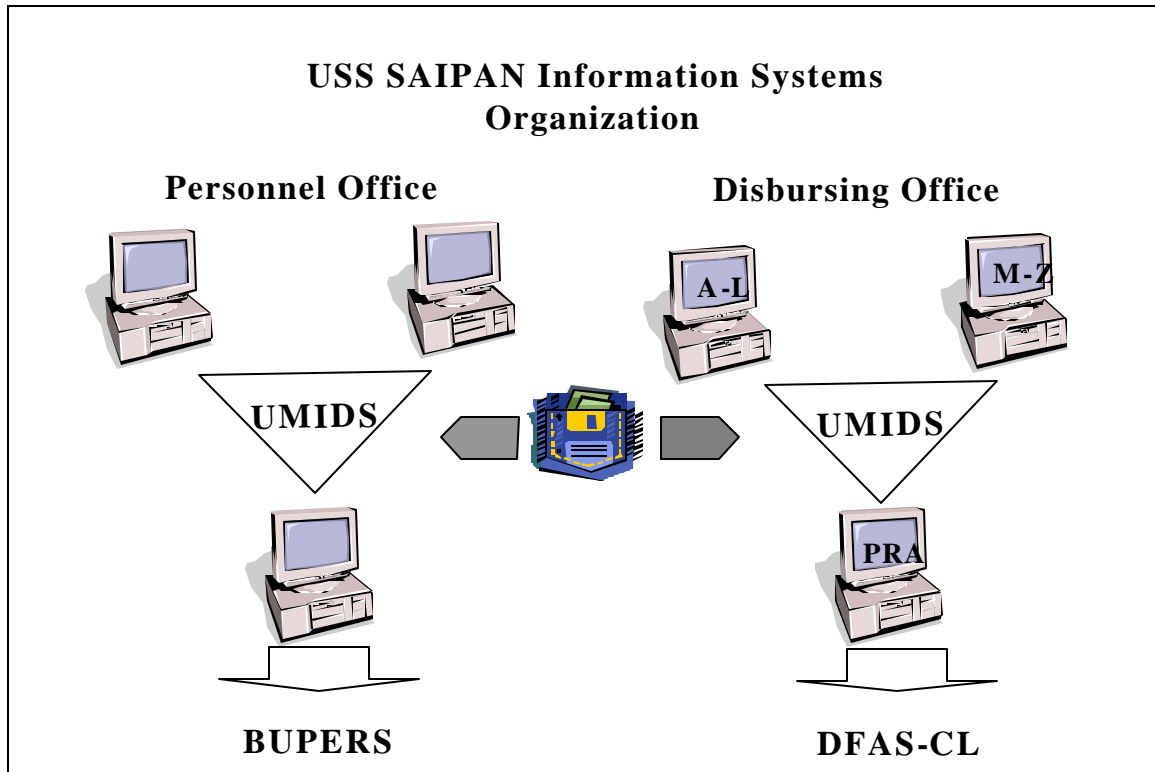
**5.2 Disbursing.** Overall, the ship has 12 DKs assigned.

Rating	BA	NMP	COB	Functions	Function Location	
					Ship	Shore
DKC/CS	1	1	1	Dep Disbursing Officer	1	
DK1	1	1	1	LPO/Mil Pay Supervisor		1
DK2	2	2	2			
			1	Travel		1
			1	Mil Pay Support/Doc Control	1	
DK3	1	1	5			
			1	Mil Pay Support		1
			2	Roll Clerk	2	
			1	Customer Service	1	
			1	DCPO	1	
DKSN/SA	3	3	3	Customer Service	3	
Total	8	8	12		9	3

**5.3 Functional.** On the ship the Personnel Office is directly across the passageway from the Disbursing Office. There is LAN connectivity between the two offices, however, any data that is required to process transactions between the two offices must be hand carried on a 3.5 inch diskette and/or hard copy documentation. Rather than one central database, the shipboard structure is individual databases on different workstations. The current IT capability does not allow for a centralized database. The Personnel Office maintains a paper record for each servicemember assigned to the ship. Disbursing no longer maintains a hard copy pay record.

**5.4 Information Systems.** The ship has been in overhaul during the entire period of the PAPA prototype. A major part of the maintenance package was a major upgrade to the ship's LAN. Ship's connectivity during this time had some extended periods of downtime and the digital senders were ineffective. As an alternative measure, documentation was sent via fax on regular phone lines.

- 5.4.1 Ship. The SAIPAN does operate on a LAN system. It is discussed in further detail in paragraph 9.0 under Technology, Architecture and Resources. An illustration of the Disbursing and Personnel Office IS structure is provided:

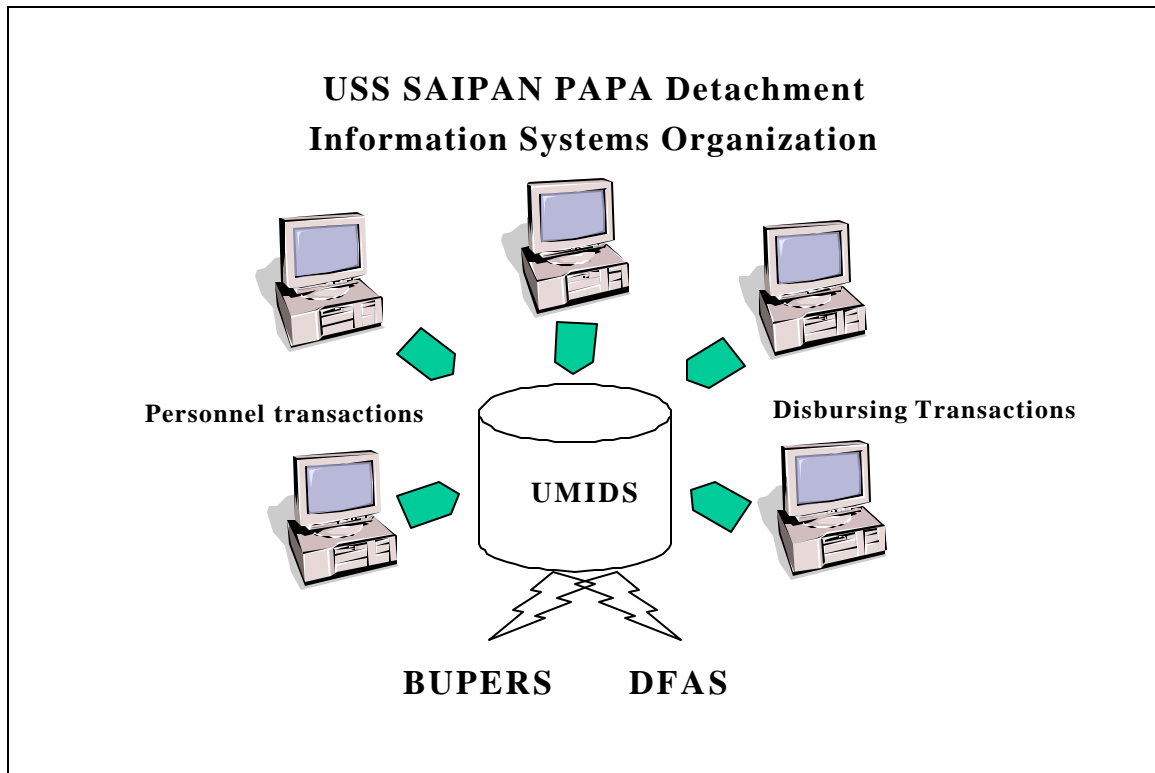


Each office has essentially three stand-alone computers with a UMIDS database loaded onto it. The Personnel Office has three workstations with UMIDS for all 9 PNs assigned to it. The Disbursing Office also has three standalone workstations with UMIDS split into three databases for work distribution. The Pay Record Access database is for those individuals directly involved in the processing of the ship's pay records (i.e., DKs, Disbo and certain PNs) and is actually a subset of one of the other workstations, but it is a separate database.

At the end of the day in the Personnel Office, each computer is downloaded to a diskette to capture the day's transactions and then passed to the PN who is responsible for sending out the day's diary. The diary is downloaded to a diskette and sent out via a naval message to BUPERS. Ensuring data integrity is a very challenging task with all of the downloads and transfers of data on diskette.

- 5.4.2 PAPA. The PAPA det is operating on PSALANT's LAN that is also described in further detail in paragraph 9.0. The LAN connects *all of the PNs and DKs* with one UMIDS database. The transactions

initiated by the PNs and require further DK processing are readily available with nearly 100% accuracy. The process is further enhanced with the collocation of the PNs and DKs in a single office and supervised by a PNCS. The illustration below exemplifies a much simpler process that is experienced in Pre-PAPA operations on the ship.



With a single database, there is little concern for missing data. For each transaction, the data is entered and captured for use by other PNs or used to process the disbursing requirements. At the end of the day, the bridging events are easily consolidated and transmitted to BUPERS via WINSALTS, all through the PSALANT LAN. The accuracy of the transmission is nearly 100%, and the transactions are recording to the master Personnel File or MMPA within 48-72 hours. With the continuous connectivity to the Internet, these files can be previewed daily by the responsible PN/DK to ensure the transaction processed correctly and the serviceman's files reflected the updates.

**6.0 Solution Features.** The PAPA concept of operations (CONOPS) details the processes and procedures used in PAPA in the form of SOPs. The CONOPS further documents the background, goals and points of contacts for the PAPA prototype implementation.

**6.1 Personnel Functions.** The PSBD is responsible for processing all BUPERS documentation associated with the various personnel requirements. The Personnel Office on the ship is the customer service interface to the Sailors and their respective Leading CPOs and Division Officers.

6.1.1 **SDS-III A** (Ship version of the Source Data System) is used by the PSBD to accomplish this process. SDS-III A has a very limited management reporting capability, but because all the ship's personnel diaries are submitted via SALTS, there is a feedback mechanism to confirm the diary submittal and any errors that surface. Diaries are submitted almost daily, and can be tracked to ensure that the information forwarded to BUPERS is posted to the EMF. Frequently, this information is further forwarded to DFAS as well for posting to the MMPA. The LAN connectivity from PSALANT (where the PSBD resides) is far superior to that experienced on the ship, and as a result, the transactions submitted via SALTS to BUPERS are linking with the DFAS database without ship personnel intercession. The end result is a much faster update to MMPA and subsequent pay changes, generally beneficial to the Sailor. In addition to the reliability of the PSALANT LAN is the single UMIDS database from which the PNs and DKs operate. A Sailor who is checking aboard as a new receipt to the ship is processed into the database by the "Receiving PN" and all appropriate information is input one time. Future requirements for that specific personnel record, whether PN or DK, will have the data readily available by simple keying in the member's SSN.

6.1.2 **NSIPS** is the intended replacement of the SDS-III A system. The ship was scheduled to convert to NSIPS, but required the server that was already installed on the ship to be transferred to PSALANT and attached to their LAN. Due to the ship's location at Norfolk Naval Shipyard, and the fact that the ship is undergoing major renovation on their LAN system, it was not possible to meet the initial NSIPS implementation schedule. The final decision was to postpone the NSIPS conversion until a later date (to be determined) in 2002 and to complete this report using SDS-III A.

**6.2 Disbursing Functions.** The PSBD is responsible for processing all DFAS documentation associated with the disbursing requirements generated in support of the Sailors on board. The ship's Disbursing Office is the customer service interface for all disbursing queries and will also assist in the initiation of pay changes to the member's MMPA.

6.2.1 **UMIDS** is the primary software used by the DKs in processing all pay and disbursing requirements. UMIDS operates in a PC environment using workstations that interface through various methods including DSN and SALTS, and also interfaces with NTS and the UMIDS

Bulletin Board System via modem. UMIDS contains modem communications software and a DBMS IV database management system. Changes to support the Navy conversion to DJMS-AC have allowed UMIDS to acquire some of the SDS functionality.

- 6.2.2 **IATS** is the program used for travel claim processing. Travel claims are associated with all newly reporting personnel in completing their PCS orders. Travel claims are also processed upon completion of TAD orders. IATS is a stand-alone PC system that is not associated with UMIDS.

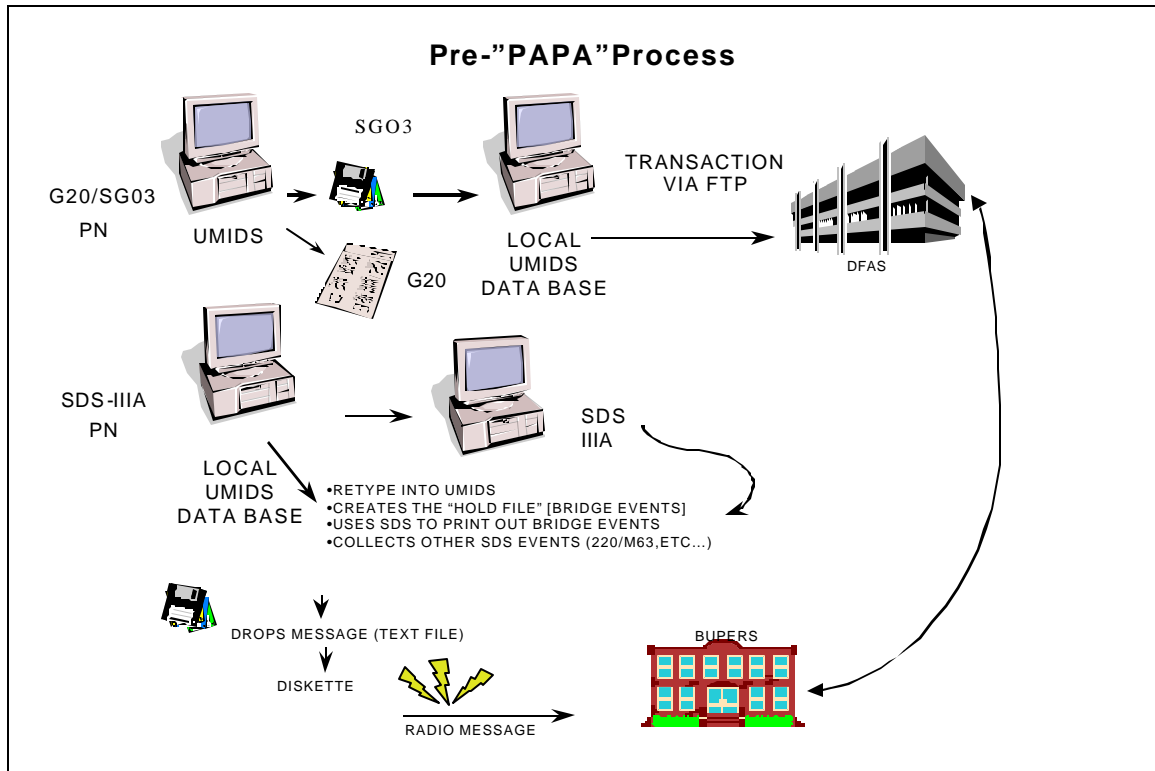
**7.0 Identification of Success Criteria.** The principal measure of success for this prototype is summed into the following, *could the PSBD provide as good or better customer service as is currently possible?* To be able to provide as good or better service, the detachment must be able to respond to customer requirements and queries through established communication channels.

**8.0 Determination of Success.** To accurately determine success in terms of accuracy and timeliness, metrics were collected from 01 October through 29 November 2001. Because this was now a combined operation, with DKs and PNs collocated at PSALANT, expectations were that a synergistic effect and improvement of service would be experienced with regard to the technical aspects of the process. A measure more difficult to determine is the SAIPAN crew's perspective with regard to responsiveness. The metrics were divided into several categories: Combined, Personnel, Disbursing, and Legal. In addition, we also took a close look at the Travel Claim processing time and input accuracy. Both are discussed in further detail below.

**8.1 Combined Operations.** What has been long understood by those who work in the personnel and disbursing operations on board U.S. Navy ships on a daily basis was confirmed during the USS HARRY S TRUMAN DOS prototype. Both operations are integrally linked and function best when both teams work together. Upwards of 80 percent of the disbursing transactions are generated as a result of personnel events.

**8.1.1 Pre-PAPA Process.** On the ship, the Personnel and Disbursing offices are in close vicinity, but not collocated. Also, their UMIDS databases are stand-alones that require individual inputs. Figure 1 below, illustrates the process for a newly reporting Sailor and the transactions or events that must be accomplished to properly update the member's EMF and MMPA. The process begins with the PN generating the G20/SGO3 "receiving" event. The SGO3 output from this event is a diskette is forwarded to the DK for input into the disbursing UMIDS database, and a paper copy of the G20 is sent to the "diary" PN for input to that UMIDS database which in turn creates the "hold file" for all of the bridge events (events initially generated by

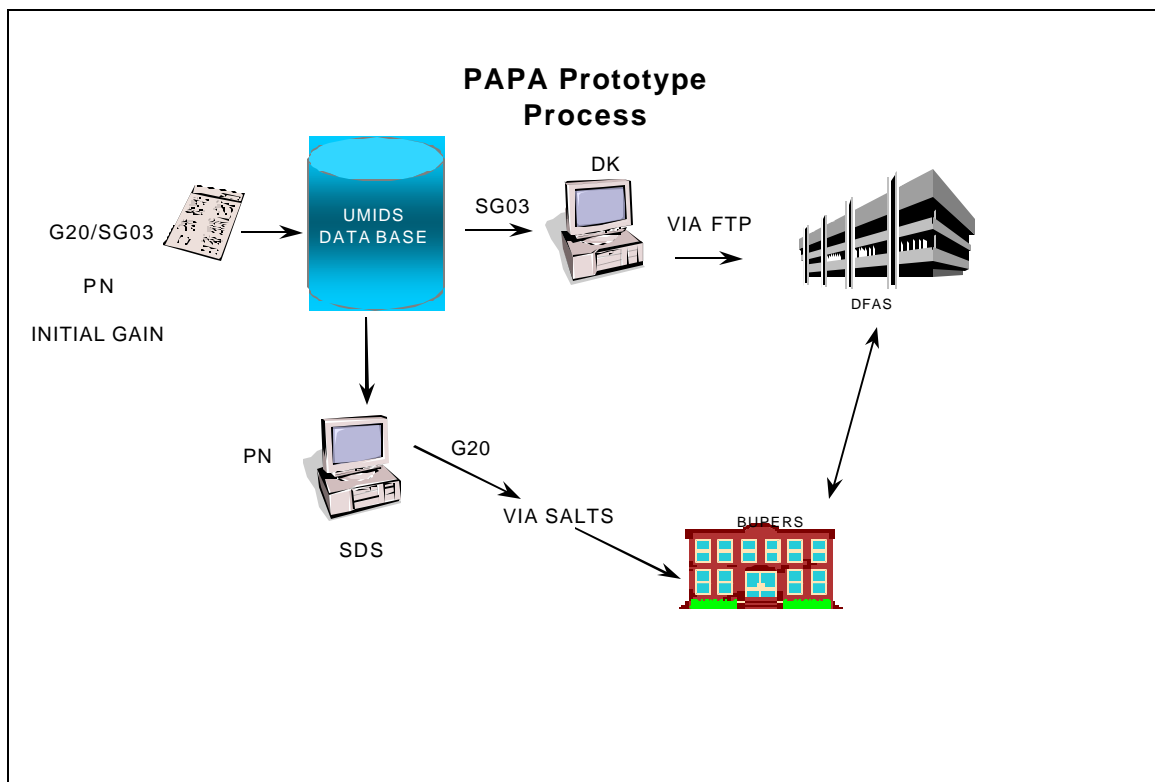
personnel, disbursing, or legal) processed for that day. At the end of the day, the SDS-III A prints out all the bridge events and puts that to a diskette in a text file format, which is then forwarded to radio for transmission as a Naval message to BUPERS for update to the member's EMF. The Disbursing SG03 transaction has been forwarded to DFAS via FTP for update to the member's MMPA. If either or both of the submissions to DFAS or BUPERS are incorrect or incomplete, they will not "post" to their respective databases. The first indication that the posting has not occurred generally happens when a member's pay is incorrect (creating an under or over payment). Causative research on the part of the Personnel or Disbursing teams is difficult given the insufficient POTS availability. Eventually, the two databases will link together, but all too often it requires a great deal of personal effort to complete the transaction.



**Figure 1 - Pre-PAPA Receiving Process**

**8.1.2 PAPA Process.** The PAPA process is a much more streamlined process because of the single UMIDS database and a T-1 line from which both the personnel and disbursing teams operate. Looking at the same process as previously, a single entry by the receiving PN is all that is required to populate the member's record entry into UMIDS. To make any inquiries or additional transactions for a member, all that's required is the member's SSN. Once that is input to UMIDS,

the member's record will show on the screen. It significantly reduces the opportunity for human error, as well as the possibility of lost or corrupted diskettes, all too frequent in the shipboard environment. Figure 2, illustrates the PAPA process using a single UMIDS database.



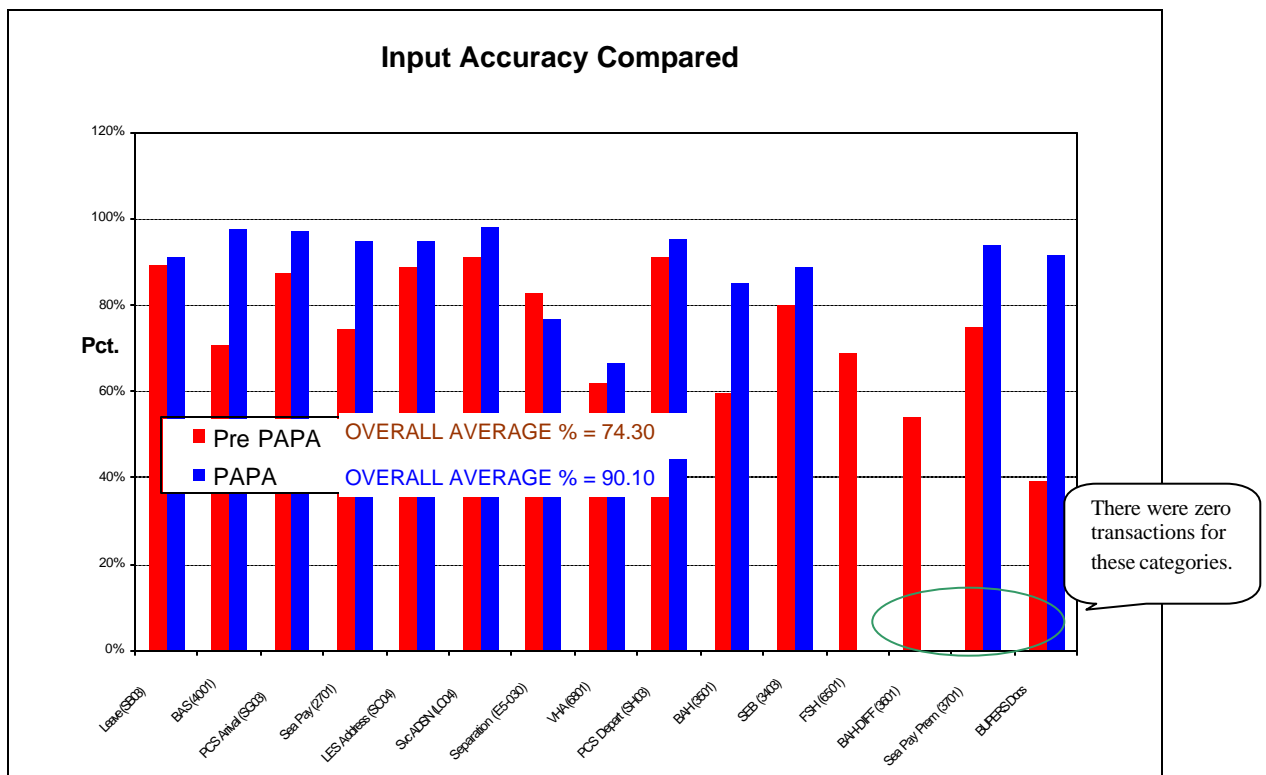
**Figure 2 - PAPA Receiving Process**

**8.2 Personnel Operation.** The Personnel operation was the area most closely observed during the prototype because Disbursing had already been prototyped with several other ship platforms. What was most revealing is the quantity of inquiries and paperwork that was transmitted between the ship and the detachment. It was a higher quantity than disbursing ever experienced. Lack of an electronic database for enlisted service records was a primary driver in the higher number of inquiries and paperwork for service record data. Therefore, working with paper copy personnel records made the transfer of the data much more difficult. As a routine, senior personnel from other work centers made frequent visits to the ship's Personnel office with questions that required senior Personnel attention and interaction.

**8.2.1 Pre-PAPA Operation.** The Personnel Office is adequately manned and all located on the ship. All PNs have computer availability. Personnel records are still maintained in a paper copy, although they have prototyped the ESR less than a year before PAPA. The

connectivity of the LAN is the weak link in the process. It was not highly reliable, particularly so in the shipyard while undergoing a major renovation to the IT suite. Also, as illustrated in the receiving process, the separate individual databases that are accessed to complete various processes increases the human factor for error.

**8.2.2 PAPA Operation** For PAPA, the PNs are split between the ship and the detachment, and are adequately manned. All PNs have computer availability and the paper copy service records are located at the detachment. Any information required must be requested from the detachment on local forms created for the prototype. The ship's Personnel Office is the customer service liaison for the detachment and all personnel information requests are processed through them initially. There are 6 PNs at the detachment and 4 PNs on the ship. Communications were primarily handled through the HP digital senders; however, often the fax was required during the extended down time with the LAN. Also, telephone communication was frequent when responses were urgent. On occasion, personal visits to the ship were necessary to respond to short notice requirements. Predominantly, the information was passed via the senders, but work-arounds were frequent.

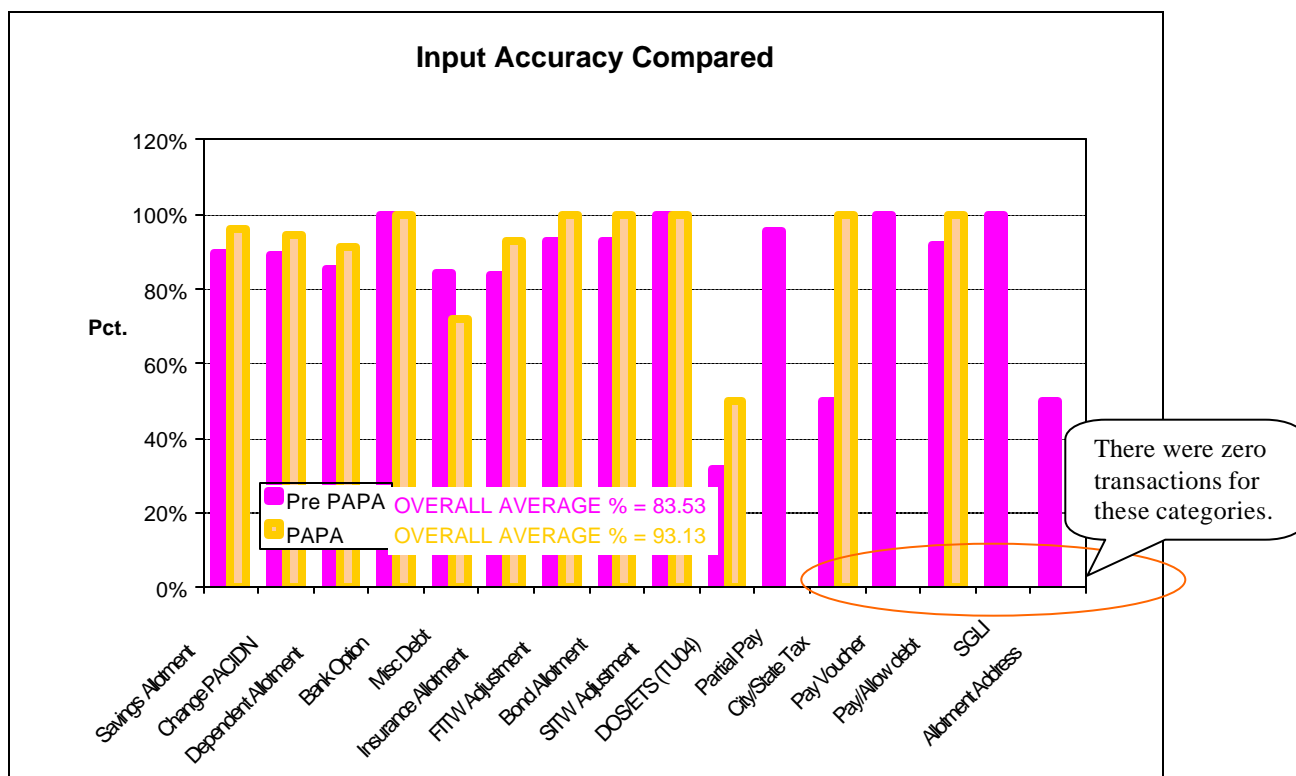


**Figure 3 - Personnel Input Accuracy Comparison**

**8.3 Disbursing Operation.** This is essentially the third prototype for the disbursing function, and as expected, there is noticeable improvement demonstrated across the board. The posting of transactions to the MMPA with minimal personal intervention generally translates to a faster payment time for the member. Even where a pay record has a decrement in pay, it is easier on the member because the MMPA correction is accomplished faster, resulting in less overpayment status and therefore less payback required.

**8.3.1 Pre-PAPA Operation for UMIDS.** Under normal ship conditions, the UMIDS database is stand-alone and requires entries generated from personnel to be entered by diskette. The diskette control is challenging due to the hectic pace of the shipboard environment. Use of electronic media, such as the 3.5-inch diskette, can complicate proper data transfer due to poor diskette quality or file corruption during the manual transfer process. File corruption was experienced on a relatively frequent basis, in that files copied from a Personnel Office PC were at times unable to be read by the Disbursing Office PC. This caused the DK's to recreate and reprocess the information. Then the disbursing transaction is forwarded to DFAS for posting to the member's MMPA. Due to the uncertainty of LAN connectivity, the MMPA is not queried on a frequent basis to ensure transaction posting, and typically pay issues are identified when a member experiences a pay change, or no pay at all.

**8.3.2 PAPA Operations for UMIDS.** With the detachment located at PSALANT, its LAN connectivity is nearly 100 percent. Also, due to the single UMIDS database, transactions entered by Personnel are almost instantaneously bridged to Disbursing, therefore experiencing essentially zero lag time from the initial input.



**Figure 4 - Disbursing Input Accuracy Comparison**

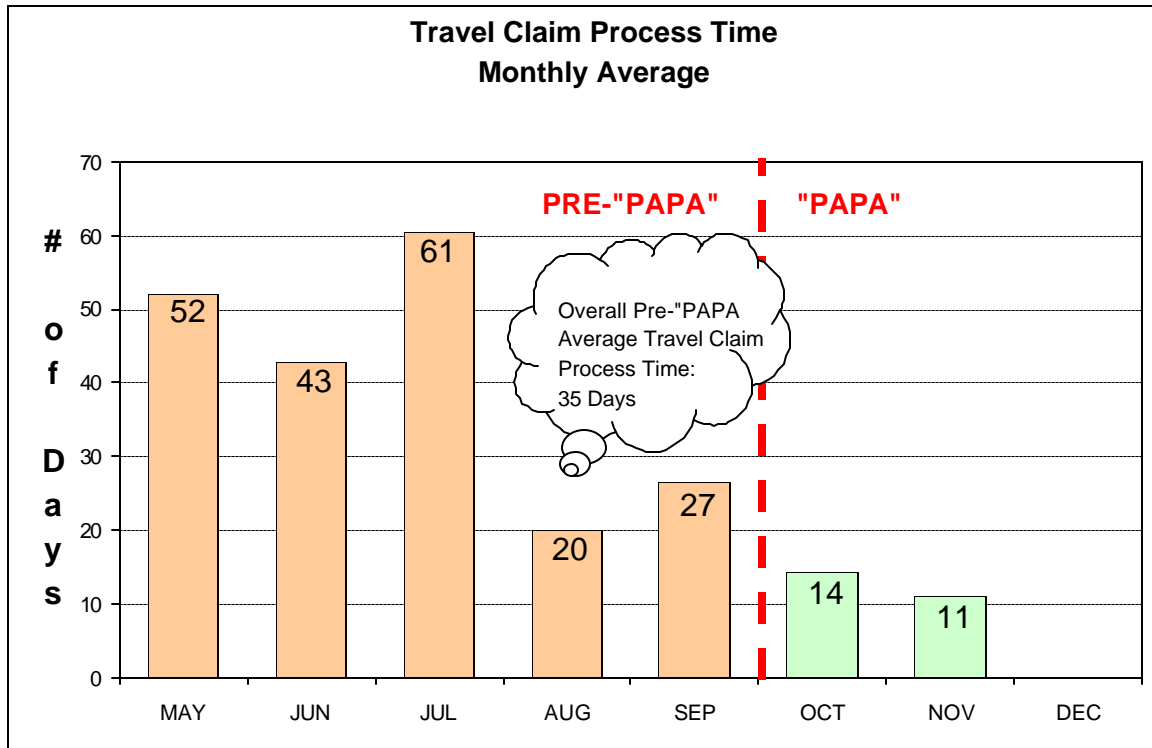
**8.3.3 Pre-PAPA Operations for Travel.** All travel claims are processed through the IATS database. It is a stand-alone system that computes the claim to close it out. Once the travel claim has been closed out and the total cost computed, the information is saved to a diskette and forwarded via FTP to DFAS. If the member is owed additional money, DFAS will electronically transfer funding to the member's bank account. If funding is owed to the Navy, perhaps due to a travel advance, then the member has fifteen days from the completion date of the travel claim to reimburse the Navy. After fifteen days, a notification is forwarded to DFAS for collection from the member's pay account. On the ship, due to the unreliability of the LAN, it may take several days to FTP the transaction to DFAS, and it is not uncommon to require telephone follow-up to ensure the file arrived. A review of travel claims over four months (June through September) resulted in an average of 33.44 days (see exhibit XX) from reporting back on board the ship until payment is generated by DFAS. *[Note: supplemental travel claim payments were not included in either the pre-PAPA or PAPA calculations as they can be submitted and paid well after the initial claim has been completed.]*

**8.3.4 PAPA Operations for Travel.** The process for processing travel claims is essentially the same, however a review of travel claim processing

times (in days) for October and November show a considerable improvement in the processing times. For October and November the processing times are 14.4 and 11.18 days respectively. The primary reason for this marked improvement is the processing of incoming personnel.

**NOTE:** *How the Sailor reports will be dependent on the ship's underway status. If the ship is located pierside, the preferred method is to have the Sailor report to the ship first for check-in, then PSBD for processing. If the ship is on deployment, a newly reporting Sailor may travel directly from a previous duty station to the ship without the benefit of processing through the PSBD. In that case, the ship's Personnel Office will be responsible for gathering all of the required documentation and service record to be forwarded to the PSBD.*

On the ship, a newly reporting Sailor will bounce back and forth between the Personnel and Disbursing Offices, and mixed with the general disorientation associated with getting checked into a new command the days can quickly pass before the travel claim is submitted to Personnel. Under PAPA, the process is to have the newly reported Sailor check into the PAPA detachment, after first checking on board the ship, with all appropriate records accompanied by their command sponsor. Once they report to the PAPA detachment, they are given full attention to the check-in process and are quickly processed through Personnel and immediately turned-over to Disbursing to process the PCS travel claim. If discrepancies surface between the two offices, they are quickly resolved between the PN and DK and the check-in process is accomplished in a smooth manner. Simply stated, **a Sailor checking on board the USS SAIPAN in November was paid for PCS travel in less than two weeks after reporting.** Figure 4 provides a graph comparing the travel claim processing times prior to PAPA and subsequent to PAPA implementation.



**Figure 5 - Travel Claim Processing Comparison**

**8.4 Legal Operations.** The link between Legal operations and the subsequent Personnel and Disbursing transactions that occur as a result of the legal event is a significant and frequent. The biggest challenge is timely access to a multitude of personnel record data. Without a fully automated service record database, personal interaction to initiate, trace and complete each data call is critical and can be very time consuming. The access to telephone and LAN capability make this process easier to resolve, although it cannot take the place of ready access to a physical record in its entirety.

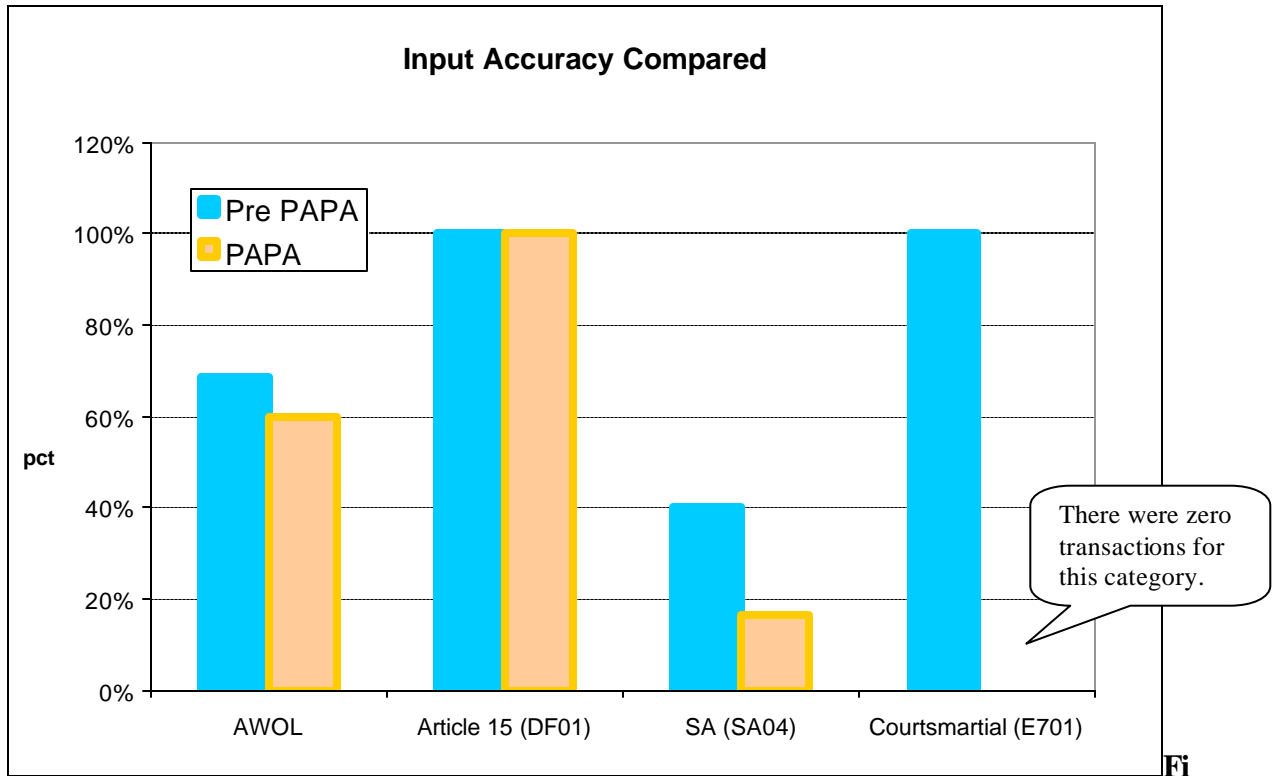


Figure 6 - Legal Input Accuracy Comparison

**8.4.1 Pre-PAPA Legal Operation.** Legal requirements on the Personnel and Disbursing offices are generally up and down, and anytime a ship is in port for an extended period there tends to be a greater demand generated. This is likely attributable to junior Sailors who tend to find more distractions in port than otherwise would be encountered at sea. When requirements do occur, generally a member's personnel record is pulled and reviewed by the appropriate chain of command for background knowledge.

**8.4.2 PAPA Legal Operation.** This is the most difficult operation to segregate from the physical personnel records due to the legalistic details that are reviewed prior to any NJP action. Frequently complete records were requested in preparation for mast cases.

**8.5 Additional Areas Addressed.** The ship's company has worked very hard to make this prototype a success for the Navy. It has required adjustments on their part to simulate an "at sea" environment from the Norfolk Naval Shipyard. In spite of that, the graphs would demonstrate that the prototype has proven that this can be done.

**8.5.1 Senior leadership.** With the involvement of only one ship in the prototype, there is no demonstrated cost savings in terms of manpower. The ship is fully utilizing all of its PNs and DKs on board or at the shore detachment. The prototype has demonstrated that strong senior leadership is necessary on the ship to respond to the high volume of personnel questions that are asked on a daily basis. The impact is not as great from the disbursing perspective as a high percentage of disbursing transactions are in response to personnel events.

**8.5.2 Web based technology solutions.** Initiatives such as ESR, must continue to develop so that the paper records are no longer required. The amount of paper handled on a routine basis is significant to keep the service records in current order and to give timely response to personnel record data calls.

**8.5.3 Navy Cash Card.** One of the primary functions of the DKs is to collect cash from the various retail outlets (ship's store, vending machines, Post Office, etc.). With the implementation of the Navy Cash Card, cash collection becomes very minimal as all transactions will be electronic. Fleet-wide implementation has not yet been scheduled.

**9.0 Technology, Architecture and Resources.** A primary reason for the success that has been achieved with PAPA is the technology that is available. The detachment operates off of the PSALANT LAN.

**9.1 Pre-PAPA.** On the USS SAIPAN, the IT infrastructure consists of a Cisco 4500 router with a Xylan backbone switch. There are eight cabletron hubs with fiber optic cable to the backbone switch and Category 5 wiring (unshielded twisted pair – UTP) (10mbps) to the desktop through several 12 port hubs. The ship runs Microsoft NT 4.0 configured with a Primary Domain Controller (PDC) and one Backup Domain Controller (BDC). In addition, they have one Microsoft Exchange Server for Email services.

**9.2 PAPA.** Current communications are running off of the PSA Backbone at 100mps and reach the internet through a T-1 line. Very little down time has been experienced. PSA IT personnel provide program and security installation and upgrades, E-Mail, domain access, server and database maintenance, and hardware support. All workstations are 1,000 Mhz HP Vectra's, with 127 meg of memory and an 18 gig HD. The operating system is windows 2000 and all necessary applications run without problems. PSA provides application support for most pay and personnel applications used. Some applications require certain configuration adjustments to operate in the windows 2000 environment. The PAPA server (configured for and only used by PAPA personnel) provides the majority of application support and home directories and is backed up daily at

02:00 AM. E-Mail and domain access support is provided through separate servers used by all of PSA personnel located in the IT department.

**10.0 Lessons Learned.** The implementation of PAPA using the USS SAIPAN had a mix of positives and negatives. The ship was very accommodating to implement PAPA. When the approval was given to install the HP 9100C Digital Senders, ship's personnel moved quickly to move all Personnel service records off the ship and over to the detachment site. The change of location for the records caused some disruption to the ship and crew. For several days, there was difficulty in setting up the detachment. Procedures for handling the basic functions of the Personnel and Disbursing offices were adequately defined in the CONOPS, but personnel could not foresee the myriad of requests that would be experienced. Also, the ship in Norfolk Naval Shipyard for extensive overhaul made it difficult to assimilate "at sea" conditions. The maintenance environment of a shipyard creates an even greater challenge to the ship just to maintain normal operations, but including a prototype was an added dimension. When the ship is not at sea, there is the ability to work around the communications challenges by simply driving to and from the ship and passing the information, or record(s), whenever possible.

**10.1 Personnel.** The best lesson learned is the attitude of the detachment that they were going to see the prototype successful, and encouraged teamwork with their shipmates and others. The mix of PNs and DKs was adequate. There were some changes in the members of the detachment to strengthen the Personnel office on the ship. It was very apparent that strong leadership, customer service, and keen knowledge of personnel and disbursing was a requirement to support the ship's crew. LCPOs and Division Officers were regular visitors to the "administrative" offices with questions and concerns about their people. Generally they prefer to deal with someone at their own level. Therefore, senior people are required at the "customer liaison" office on the ship.

**10.2 Technology.** Paper service records are too awkward to maintain at a distance. It can be done, and was done satisfactorily, but more effort must be focused on finding an electronic service record that can be accessed by the ship and a detachment. Also, numerous databases are in use to track and maintain personnel status. The Sailors themselves created some of the databases, others use standard Navy software, and another is COTS. Maintaining a complete link between all of them is proving difficult. NSIPS may provide the final answer to this, but that has not yet been conclusively proven.

**10.3 Equipment.** The HP 9100C Digital Senders are a key part of the information transfer between the ship and detachment. They work as advertised and with a visit from the HP technicians, the capability was further enhanced. There was some difficulty with the digital senders functioning on the ship with the LAN and electrical systems up and down with ongoing maintenance. During this

time, the ITs were dedicated to ISNS LAN upgrades which was a priority, shipyard coordinated evolution, and were therefore limited in their ability to apply resources against any PAPA hardware issues. As a result, the RCI support agreed to come on board and assist ship's force in correcting the digital sender problem and complete the set-up. The T-1 line and the single UMIDS database were very positive assets for the operation and significantly enhanced the flow of information to BUPERS and DFAS. The PNs and DKs could check the EMF and MMPA, respectively, on a daily basis via internet and not via phone or fax which was a routine process for some of the personnel events on the ship.

**10.4 Crewmember Feedback.** Although PAPA has proven its effectiveness in timely transaction processing and high accuracy rates, shipboard acceptance has not been as high. Low opinion centers around timely access to service records as well as routine service record transactions. The following are excerpts from a data call conducted by the Chief Petty Officer Mess in December 2001:

- Service records are not readily available for review when needed.
- Personnel checking on board go straight to Naval Station (PSBD) with records in hand making it difficult for LCPOs to review their records the day they report.
- Page 4's are needed to build the new member's training records such as DC quals for repair locker assignments... assignments take more time with the records ashore.
- PAPA has the ability to scan and email excerpts from a member's service record, but that is good only when the LAN is up and functioning.
- DIVO's and LCPO's had problems writing both awards and evaluations because of the absence of service records and the time it took to acquire them from the PSBD.
- Personnel Office on the ship created an "In Box" for service records and disbursing requirements. This box was used extensively during this period due to LAN time being sporadic as a result of the installation of NTCSS Optimize. Frequent trips to the PSBD were required in order to carry out routine service record entries such as PQS quals and page 13's.

**11.0 Conclusion.** The prototype has been in place for only two months and has been operating at full capability. The CONOPS outlined most of the major processes, but it is difficult to identify and document every procedure expected in the course of operations. Undoubtedly, the detachment has been able to make this happen due to their very positive attitude regarding the prototype and a willingness to think out of the box to make things happen. It has not been an easy transition for them to make and from the LCPO and Division Officer perspective it has been an inconvenience, primarily in the area of service records as noted in paragraph 10.4 above. It does prove, however, that putting the DKs and PNs under one supervisor is a very effective management tool because it virtually eliminated the natural controversy that exists between the offices. Much of the "sneaker-net" distribution of information is

eliminated with the single UMIDS database, and the nearly continuous connectivity and LAN availability has further enhanced the team's ability. With the expansion of the prototype to include NSIPS (expect implementation in January 2002), this cohesiveness will take another step forward. What sets PAPA apart from a PSD concept is that the PNs and DKs remain as USS SAIPAN personnel and are particularly sensitive and responsive to their command. They understand that they are only a phone call away if the command presumes they are not at the top of the priority list. Two processes in particular stand out as significant improvements with PAPA. First, the amount of time required to complete a newly reporting Sailor was reduced from one week to one day. The check-in process aboard the ship is more difficult because the Sailor must report to two separate offices, the information collected from Personnel must be transmitted to Disbursing on a diskette, and the travel claim is generally separate from the rest of the process. On the ship, there is a great probability that the PN responsible for newly reporting personnel may be out on a collateral duty and not available. What has been experienced with PAPA is the Sailor checks in to the detachment at PSALANT and then is processed through Personnel and Disbursing, allowing for a smooth check-in and any issues are resolved quickly. Second, is the amount of time spent from reporting aboard from PCS or TAD and the time actually paid by DFAS. As indicated previously, pre-PAPA takes over a month to complete the process. Since PAPA, November was only 11 days, a 67% reduction. Not only does this put the money back in the Sailor's pocket sooner, it allows them to pay their Navy credit card on time and minimizes delinquencies.